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Annual REPORT

1954

U.S. PRESIDENT'S COMMITTEE
ON GOVERNMENT CONTRACTS



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FIRST REPORT

PRESIDENT'S COMMITTEE ON GOVERNMENT CONTRACTS



**WASHINGTON, D. C.
SEPTEMBER 1954**

THE PRESIDENT'S COMMITTEE ON GOVERNMENT CONTRACTS

The Honorable RICHARD M. NIXON, *Chairman,*
Vice President of the United States

The Honorable J. ERNEST WILKINS, *Vice Chairman,*
Assistant Secretary of Labor

Public Members

Mr. FRED LAZARUS, JR.,
President, Federated Department Stores,
Cincinnati, Ohio.

Mr. GEORGE MEANY,¹
President, American Federation of Labor,
Washington, D. C.

Mrs. HELEN ROGERS REID,
Chairman of the Board, New York Herald
Tribune,
New York, N. Y.

Mr. WALTER P. REUTHER,²
President, Congress of Industrial Organi-
zations,
Washington, D. C.

Mr. JOHN A. ROOSEVELT,
President, Lee Limited,
New York, N. Y.

Mr. IVAN L. WILLIS,³
Vice President, International Harvester
Co.,
Chicago, Ill.

Mr. JOHN MINOR WISDOM,
Attorney,
New Orleans, La.

Government Representatives

Mr. GEORGE B. MCKIBBIN,
Consultant to the Administrator,
General Services Administration.

The Honorable JAMES P. MITCHELL,⁴
Secretary of Labor.

Mr. WILLIAM MITCHELL,
General Counsel,
Atomic Energy Commission.

The Honorable THOMAS P. PIKE,⁵
Assistant Secretary of Defense.

The Honorable WILLIAM P. ROGERS,
Deputy Attorney General.

The Honorable JAMES C. WORTHY,
Assistant Secretary of Commerce.

Mr. MAXWELL M. RABB,
White House Liaison with Committee.

¹ Mr. Boris Shishkin serves as alternate for Mr. Meany.

² Messrs. Victor Reuther and George L-P Weaver serve as alternates for Mr. Reuther.

³ Mr. Willis succeeded Mr. John L. McCaffrey who resigned June 16, 1954.

⁴ The Honorable Lloyd F. Mashburn, former Under Secretary of Labor, served as Department of Labor representative until October 9, 1953.

⁵ Mr. Pike succeeded The Honorable Charles S. Thomas when Mr. Thomas was named as Secretary of the Navy, May 1, 1954.

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LETTER OF TRANSMITTAL

SEPTEMBER 21, 1954.

MR. PRESIDENT: The President's Committee on Government Contracts submits the first report of its activities in implementing your policy of equal economic opportunity for all qualified persons.

This report is submitted in accordance with the terms of Executive Order 10479 requiring the Committee to make periodic reports of its progress to you. It relates the objectives and accomplishments of the Committee in the short period of time it has been operating.

Our task has just begun. We look forward with determination to helping you and your Administration carry out the objectives of this program.

Respectfully submitted.

FRED LAZARUS JR.
GEORGE B. MCKIBBIN
GEORGE MEANY
JAMES P. MITCHELL
WILLIAM MITCHELL
THOMAS P. PIKE
HELEN ROGERS REID

WALTER P. REUTHER
WILLIAM P. ROGERS
JOHN A. ROOSEVELT
J. ERNEST WILKINS
IVAN L. WILLIS
JOHN MINOR WISDOM
JAMES C. WORTHY

RICHARD M. NIXON, *Chairman*

EXECUTIVE ORDER 10479 ¹

ESTABLISHING THE GOVERNMENT CONTRACT COMMITTEE

Whereas it is in the interest of the Nation's economy and security to promote the fullest utilization of all available manpower; and

Whereas it is the policy of the United States Government to promote equal employment opportunity for all qualified persons employed or seeking employment on Government contracts because such persons are entitled to fair and equitable treatment in all aspects of employment on work paid for from public funds; and

Whereas it is the obligation of the contracting agencies of the United States Government and Government contractors to insure compliance with, and successful execution of, the equal employment opportunity program of the United States Government; and

Whereas existing Executive orders require the Government contracting agencies to include in their contracts a provision obligating the Government contractor not to discriminate against any employee or applicant for employment because of race, creed, color, or national origin and obligating the Government contractor to include a similar provision in all subcontracts; and

Whereas a review and analysis of existing practices and procedures of Government contracting agencies show that the practices and procedures relating to compliance with the nondiscrimination provisions must be revised and strengthened to eliminate discrimination in all aspects of employment:

Now, Therefore, by virtue of the authority vested in me by the Constitution and statutes, and as President of the United States, and pursuant to the authority conferred by and subject to the provisions of section 214 of the act of May 3, 1945, 59 Stat. 134, (31 U. S. C. 691), it is ordered as follows:

SECTION 1. The head of each contracting agency of the Government of the United States shall be primarily responsible for obtaining compliance by any contractor or subcontractor with the said nondiscrimination provisions of any contract entered into, amended, or modified by his agency and of any subcontract thereunder, and shall take appropriate measures to bring about the said compliance.

SEC. 2. The head of each contracting agency shall take appropriate measures, including but not limited to the establishment of compliance procedures, to carry out the responsibility set forth in section 1 hereof.

SEC. 3. There is hereby established the Government Contract Committee, hereinafter referred to as the Committee. The Committee shall be composed of fourteen members as follows:

(a) One representative of the following-named agencies to be designated by the respective heads of such agencies: the Atomic Energy Commission, the Department of Commerce, the Department of Defense,

¹ Executive Order 10479 amended by Executive Order 10482 of August 15, 1953, to increase the Committee Membership from 14 to 15 Members.

the Department of Justice, the Department of Labor, and the General Services Administration.

(b) Eight other members to be appointed by the President. The Chairman and Vice Chairman shall be designated by the President.

SEC. 4. The Committee shall make recommendations to the contracting agencies for improving and making more effective the nondiscrimination provisions of Government contracts. All contracting agencies of the Government are directed and authorized to cooperate with the Committee and, to the extent permitted by law, to furnish the Committee such information and assistance as it may require in the performance of its functions under this order. The Committee shall establish such rules as may be necessary for the performance of its functions under this order, and shall make annual or semiannual reports on its progress to the President.

SEC. 5. The Committee may receive complaints of alleged violations of the nondiscrimination provisions of government contracts. Complaints received shall be transmitted by the Committee to the appropriate contracting agencies to be processed in accordance with the agencies' procedure for handling such complaints. Each contracting agency shall report to the Committee the action taken with respect to all complaints received by the agency, including those transmitted by the Committee. The Committee shall review and analyze the reports submitted to it by the contracting agencies.

SEC. 6. The Committee shall encourage the furtherance of an educational program by employer, labor, civic, educational, religious, and other voluntary nongovernmental groups in order to eliminate or reduce the basic causes and costs of discrimination in employment.

SEC. 7. The Committee is authorized to establish and maintain cooperative relationships with agencies of state and local governments, as well as with nongovernmental bodies, to assist in achieving the purposes of this order.

SEC. 8. The Government agencies (except the Department of Justice) designated in section 3 (a) of this order shall defray such necessary expenses of the Committee as may be authorized by law, including section 214 of the act of May 3, 1945, 59 Stat. 134 (31 U. S. C. 691); provided that no agency shall supply more than 50 percent of the funds necessary to carry out the purposes of this order. The Department of Labor shall provide necessary space and facilities for the Committee. In the case of the Department of Justice the contribution shall be limited to the rendering of legal services.

SEC. 9. Executive Order No. 10308 of December 5, 1951 (16 F. R. 12303) is hereby revoked and the Committee on Government Contract Compliance established thereby is abolished. All records and property of the said Committee are transferred to the Government Contract Committee. The latter Committee shall wind up any outstanding affairs of the abolished Committee.

DWIGHT D. EISENHOWER.

THE WHITE HOUSE,

August 13, 1953.

VIII

FOREWORD

On August 13, 1953, the President issued Executive Order 10479 creating the Committee on Government Contracts and assigning it the task of furthering the Administration's program of securing equal economic opportunity for all qualified persons working or seeking work on Federal Government contracts. This program has been centered about the mandatory provision in Government contracts which obligates the contractor not to discriminate against any employee or applicant for employment because of race, color, religion, or national origin.

The Committee held its first organizational meeting September 14, 1953, and since then has met once a month. Subcommittees have been created to work on specific problems.

The Committee has adopted an annual budget, named an Executive Director, and appointed a small professional and clerical staff.

The functions of the Committee encompass activity in four major areas: (1) assisting the contracting agencies of the Federal Government in developing policies and programs for discharging their responsibilities under the order; (2) developing a methodical and practical system for processing complaints; (3) organizing a program of cooperation with public and private agencies working in this field; and (4) encouraging educational efforts concerning the necessity and desirability of this national policy.

This report indicates the measures which thus far have been undertaken to accomplish the Presidential mission prescribed in the Executive order.

I. IMPROVING AND MAKING MORE EFFECTIVE THE NONDISCRIMINATION PROVISIONS OF GOVERN- MENT CONTRACTS

From Executive Order 10479:

SECTION 1. The head of each contracting agency of the Government of the United States shall be primarily responsible for obtaining compliance by any contractor or subcontractor with the nondiscrimination provisions of any contract entered into, amended, or modified by his agency and of any subcontract thereunder, and shall take appropriate measures to bring about the said compliance.

SEC. 4. The Committee shall make recommendations to the contracting agencies for improving and making more effective the nondiscrimination provisions of Government contracts. All contracting agencies of the Government are directed and authorized to cooperate with the Committee and, to the extent permitted by law, to furnish the Committee such information and assistance as it may require in the performance of its functions under this order.

The Federal Government's requirements for goods and services constitute a major part of our industrial economy. The national policy states that in the fulfillment of these requirements all available manpower shall be utilized without regard to race, religion, or national origin.

In the furtherance of this national policy the Government requires the inclusion of a standard clause in all contracts obligating the contractor to follow a nondiscriminatory employment policy.

The success of the national policy depends on the degree of compliance that the contracting agencies are able to obtain. There is no quick or simple answer how to best secure compliance because the contracting operations of the Government are so diversified and complex that each agency must develop its own particular compliance program, tailored to its own operating needs. The Committee, being aware that effective procedures are the key to the successful operation of this program, has done the following:

A. Review of Compliance Machinery

In October 1953 Chairman Nixon sent a letter to the 27 principal contracting agencies requesting them to inform him as to what compliance machinery they had already in effect or were contemplating putting into effect in order to carry out the mandate of the President. In their replies the agencies were unanimous in the expression of their desire to cooperate with the Committee.

Shortly after the transmittal of Chairman Nixon's letter the Committee staff started discussions with contracting agencies to explore their problems or to assist them in drafting compliance procedures. Several of the agencies already had some sort of machinery. Other agencies were developing compliance machinery which they wanted to review in light of additional operating experience.

In December 1953 a subcommittee headed by Secretary of Labor Mitchell met with Secretary of the Army Robert T. Stevens, Secretary of the Air Force Harold E. Talbott, and Under Secretary of the Navy Thomas S. Gates, Jr., to discuss what specific measures the military establishments within the Defense Department could take to effectuate the President's program. The Committee realized that great emphasis should be placed on the Military Establishments' activities because they represent over half of the total contractual obligations incurred by the Government.

The three Secretaries expressed their keen desire to cooperate with the Committee and immediately initiated measures to implement the nondiscrimination program.

Evidence of the cooperation received by the Committee from the Department of Defense is indicated by a directive issued in June 1954 by that Department to its military departments implementing and emphasizing the President's Executive Order 10479. This directive clarifies the position of the Department of Defense in relation to the Government Contract Committee's program and will be of great assistance in attaining the Committee's objective of educating many thousands of Government contractors in the steps for making the program effective. The Department of Defense further plans to issue as soon as practicable, through its Armed Services Procurement Regula-

tions, more detailed procedures for the guidance and direction of the armed services.

To assist the various agencies in developing compliance procedures, the Committee has promulgated standards upon which these procedures should be based. These standards are (1) precontractual discussions, (2) reasonable field checks of contracts on a sampling basis, (3) investigation and conciliation of alleged violations, and (4) report system of the experiences of the agencies. It should be emphasized that these standards do not represent any effort to make the compliance program rigidly uniform. They will, however, provide a basis for evaluating whatever programs are developed.

The Committee is acting as a consultant to the agencies in connection with compliance machinery and will provide a guide for agency staff training. Discussions are currently under way between the Defense Department and the other principal contracting agencies and the staff of the President's Committee to develop necessary techniques to further the program.

B. Revision of the Contract Clause

The Committee found that the nondiscrimination clause being used at the time it commenced operations was not sufficiently clear to many contractors. The Committee interpreted the contractual obligation to bar discrimination not only in the initial hiring but also in upgrading, demotion, transfer, recruitment, recruitment advertising, and other incidence of employment.

The Committee also believed it was necessary for the contract provision to require the posting of a notice which would inform the employees and applicants for employment of the obligations of employers and rights of employees under Federal contracts.

Consequently, the Committee, in consultation with the contracting agencies, clarified the current clause to read as follows:

In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of race, religion, color, or national origin. The aforesaid provision shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or

other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post hereafter in conspicuous places, available for employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of the nondiscrimination clause.

The contractor further agrees to insert the foregoing provision in all subcontracts hereunder, except subcontracts for standard commercial supplies or raw materials.

The President ratified the Committee's action by issuing an executive order directing the government contracting agencies to insert the revised clause in appropriate contracts.

C. District of Columbia

The President has spoken clearly and forcefully on abolishing inequality of opportunity in the nation's capital. While deploring discrimination in any locality, he has emphasized the importance and necessity of eliminating it at the seat of the National Government.

The Committee gave this problem its early attention. After negotiations with the Board of Commissioners of the District of Columbia, the Commissioners signified their cooperation with the Committee by agreeing, on October 26, 1953, to include the standard nondiscrimination clause in all contracts executed by them, effective November 16, 1953.

For the first time in the 13-year history of Federal anti-discrimination efforts the policy of the District Government conforms with the national policy of equal economic opportunity.

The Committee's efforts have also been directed toward the Chesapeake & Potomac Telephone Co. After negotiations with the Committee the company announced it was taking the first step toward ending a discriminatory employment pattern by transferring two Negro accounting clerks to its downtown central office, and also stated it would review its current employment practice with the aim of ultimately integrating its total work force.

II. PROCESSING COMPLAINTS

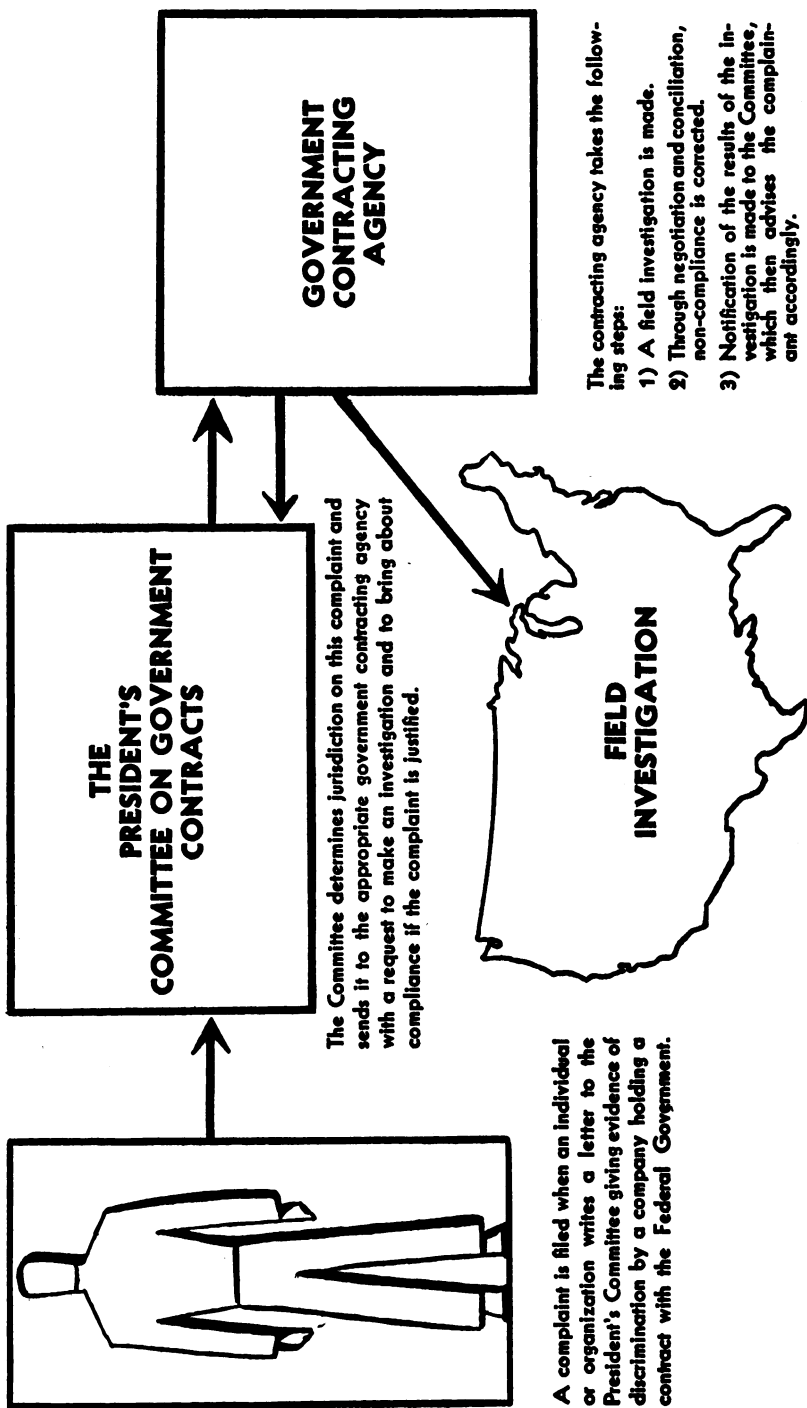
From Executive Order 10479:

SEC. 5. The Committee may receive complaints of alleged violations of the nondiscrimination provisions of Government contracts. Complaints received shall be transmitted by the Committee to the appropriate contracting agencies to be processed in accordance with the agencies' procedure for handling such complaints. Each contracting agency shall report to the Committee the action taken with respect to all complaints received by the agency, including those transmitted by the Committee. The Committee shall review and analyze the reports submitted to it by the contracting agencies.

Immediately following the issuance of the Executive order a number of complaints were received by the Committee alleging noncompliance. The Committee referred these complaints to the appropriate contracting agencies, and concurrently began studies to determine the most effective procedures for handling them. As these complaint procedures are developed they are integrated into the regular administrative procurement machinery of the agencies as a part of their total compliance program.

Of the first 80 complaints filed, 19 involved companies which did not have Government contracts and therefore were not within the scope of the nondiscrimination clause. Eleven others lacked essential information for processing. The remaining cases were sent to the contracting agencies. In 17 cases the contracting agencies quickly made satisfactory reports to the Committee indicating no violation in 6 and remedial action in 11. Thirty-three complaints presented problems which required further study or raised questions which will be resolved as procedures are developed and as standards of compliance are made more specific. Although these initial complaints are no index to the extent of compliance with the national policy, they have given the Committee and the contracting agencies insight into the problems that will be encountered.

To eliminate the wasted effort that results from trying to process inadequately prepared complaints the Committee has developed a guide which sets forth the kind of information which should be included. This guide has been furnished to contracting agencies. The list has also been supplied to the United States Department of Labor's Bureau of Employment Security for use in the field offices of the State Employment services and to responsible private voluntary agencies.



III. EDUCATION—TO REDUCE THE CAUSES AND COSTS OF DISCRIMINATION IN EMPLOYMENT

From Executive Order 10479:

SEC. 6. The Committee shall encourage the furtherance of an educational program by employer, labor, civic, educational, religious and other voluntary nongovernmental groups in order to eliminate or reduce the basic causes and costs of discrimination in employment.

It is essential that the public, as well as industry and labor, understand the essential relationship between the security and well-being of our Nation and the policy of equal economic opportunity.

It is equally important to have the public know that this policy is already in effect in thousands of industries all over the country and has worked successfully.

To further this general understanding and to spread more widely the knowledge of the applicability of this policy, the Committee has undertaken the following activities:

A. Publications

The Committee has prepared a pamphlet titled "Equal Job Opportunity Is Good Business." The emphasis in the publication is that fair employment policies benefit everyone—industry, labor, and the country as a whole. Several hundred thousand of these pamphlets will be distributed within the next few months, through the cooperation of interested organizations, and it is believed that it will contribute appreciably to the understanding of the President's program. Copies of this pamphlet will be available throughout the nation to business and industry and to private and public agencies concerned with this problem for extensive distribution.

B. Advisory Information Group

The Committee has established an Advisory Group on Public Information composed of the information officers of the six Federal agencies represented on the Committee. This group

counsels with the Committee on the most effective media and informational techniques to be used in advancing its policies and program.

C. Advertising Council

The Committee has received the cooperation of the Advertising Council in furthering its educational activities. The council has assigned a constituent volunteer advertising agency to assist the Committee in the preparation of appropriate materials.

D. Posting of Public Notice

The Committee has initiated the design and production of a standard poster to provide the public notice of the contractor's agreement to abide by the national policy of equal economic opportunity. The posting of this notice is required by the revised nondiscrimination clause and is provided to all businesses and industries having Government contracts.



Equal Economic Opportunity

This employer has agreed to provide equal employment opportunities in connection with all work performed under contracts with the Federal Government in accordance with national policy.

This employer agrees not to discriminate against any employee or applicant for employment because of race, color, religion, or national origin in connection with:

- EMPLOYMENT, DEMOTION, UPGRADING, OR TRANSFER
- RECRUITMENT OR RECRUITMENT ADVERTISING
- RATES OF PAY OR OTHER FORMS OF COMPENSATION
- SELECTION FOR TRAINING INCLUDING APPRENTICESHIP
- LAYOFF OR TERMINATION



Inquiries may be addressed to

PRESIDENT'S COMMITTEE ON GOVERNMENT CONTRACTS

Washington 25, D. C.

Federal contracts require the posting of this notice at conspicuous places available to employees and applicants for employment.

U. S. GOVERNMENT PRINTING OFFICE: 1964 O - 350000

Notice Required for Posting

IV. ESTABLISHING AND MAINTAINING COOPERATION

From Executive Order 10479:

SEC. 7. The Committee is authorized to establish and maintain cooperative relationships with agencies of State and local governments, as well as with nongovernmental bodies, to assist in achieving the purposes of this order.

A. Meetings with Representatives of Agencies

Throughout the country there are thousands of local, state and national, private and public organizations which are concerned with the development of equal economic opportunities for all qualified persons. These organizations represent a valuable source of leadership and the Committee is co-operating with them. The Committee, in the furtherance of this objective, has done the following:

It has held two conferences with various national private agencies concerned with discriminatory employment practices. The first took place on November 30, 1953, and was for the purpose of obtaining suggestions from the various agencies as to what they believed the President's Committee should do to implement the Executive order. Out of this mutually helpful meeting 36 specific suggestions were received. It is noteworthy that 27 of the 36 suggestions have been accepted by the Committee and it has several others under study.

The second conference was held on June 16, 1954, and involved the participation of 14 agencies for the purpose not only of receiving their suggestions but for the purpose of relating to them the problems encountered by this Committee and determining what these agencies could do to assist in resolving them.

B. Committee Representation at Conferences

The Committee, both by its members and staff, has been represented at 30 meetings, conferences and institutes conducted by leading private, public, and academic institutions.

At all these meetings the principal emphasis of the Committee's representatives was directed to interpreting the President's program and learning about the problems confronting these organizations which are of concern to the Committee.

CONCLUSION

The President's Executive order provides the basis for making substantial progress toward the national goal of equal economic opportunity.

This national policy is a purposeful expression of our way of life for which men of all races and religions have been willing throughout history to unite. The Committee has been impressed by the willingness of various segments of our national community—industry, labor, and the Government—in developing and expanding economic opportunities for all qualified persons.

We believe that national necessity requires the wise and efficient use of our available manpower resources. Every individual should be permitted to make his maximum contribution to this country's welfare and strength.

The Committee is grateful for the opportunity to help advance the security and well-being of our country through encouraging equality of economic opportunity for all qualified persons. To this purpose we pledge our continuing efforts.

STAFF OF THE PRESIDENT'S COMMITTEE ON GOVERNMENT CONTRACTS

Professional Staff

JACOB SEIDENBERG, *Executive Director*.
SAMUEL ABBELL.
CHARLES P. LIVERMORE.
ALVIN M. RUCKER.
RAYMOND C. SHELKOFKY.

Clerical and Administrative Staff

LENORE B. BELLINGER.
ELIZABETH FOSTER.
CATHERINE C. O'BRIEN.
DOROTHY PSATHAS.

APPENDIX

APPENDIX A

NATIONAL PRIVATE AND PUBLIC AGENCIES COOPERATING WITH THE COMMITTEE

Representatives of the following agencies participated in a Conference called by the Committee, June 16, 1954:

AMERICAN COUNCIL ON HUMAN RIGHTS:

Elmer W. Henderson, *Director*.

AMERICAN FRIENDS SERVICE COMMITTEE:

Thelma Babbitt, *Director, National Job Opportunities Program*.

Richard K. Bennett, *Secretary, Community Relations Program*.

AMERICAN JEWISH COMMITTEE:

Nathaniel Goodrich, *Washington Counsel*.
Edwin J. Lukas, *Director, Civil Rights Division*.

AMERICAN JEWISH CONGRESS:

Joseph B. Robison, *Counsel, Commission on Law and Social Action*.

Herman L. Weisman, *Chairman, Commission on Law and Social Action*.

**ANCIENT EGYPTIAN ARABIC ORDER NOBLES OF
THE MYSTIC SHRINE:**

Raymond E. Jackson, *Imperial Potentate*.
Nelson Jackson.

ANTI-DEFAMATION LEAGUE OF B'NAI B'RITH:

Herman Edelsberg, *Director, Washington Office*.

Alexander S. Miller, *Community Relations Director*.

JEWISH LABOR COMMITTEE:

Emanuel Muravchik, *National Field Director*.

Charles S. Zimmerman, *Vice Chairman*.

**NATIONAL ASSOCIATION FOR THE ADVANCEMENT
OF COLORED PEOPLE:**

Clarence Mitchell, *Director, Washington Bureau*.

Walter White, *Executive Secretary*.

**NATIONAL ASSOCIATION OF INTERGROUP
RELATIONS OFFICIALS:**

Marshall Bragdon, *Chairman, Department of Municipal Services*.

Harold Lett, *Chairman, Department of State Public Services*.

Myron Schwartz, *Chairman, Department of Local Private Services*.

Frank Simpson, *Chairman, Department of State Public Services*.

NATIONAL CATHOLIC WELFARE CONFERENCE:

Margaret Garrity, *Interracial Secretary, Catholic Conference on Industrial Problems*.

**NATIONAL COMMUNITY RELATIONS ADVISORY
COUNCIL:**

Arnold Aronson.

Rabbi Harry Halpern.

Nathan Edelstein.

Albert J. Weiss.

**NATIONAL CONFERENCE OF CHRISTIANS AND
JEWS:**

David Hyatt, *Director, Commission on Labor and Management Organizations*.

NATIONAL COUNCIL OF CHURCHES:

Dr. Earl F. Adams, *General Director, Washington Office*.

NATIONAL URBAN LEAGUE:

R. Maurice Moss, *Associate Executive Director*.

Julius A. Thomas, *Director of Industrial Relations*.

APPENDIX B

MEETINGS WITH PUBLIC AND PRIVATE ORGANIZATIONS IN WHICH MEMBERS OF THE COMMITTEE OR STAFF HAVE PAR- TICIPATED

Group	Place	Date
National Association of Intergroup Relations Officials.	Minneapolis, Minn.	Nov. 12, 1953
Conference with representatives of 8 private and public agencies.	Cincinnati, Ohio.	Nov. 23, 1953
Conference with representatives of 11 private agencies.	Washington, D. C.	Nov. 30, 1953
Business and Professional Men's Club of Charleston.	Charleston, W. Va.	Dec. 17, 1953
Bureau on Jewish Employment Problems.	Chicago, Ill.	Dec. 30, 1953
Conference with representatives of 10 private and public agencies.	Indianapolis, Ind.	Jan. 7, 1954
Churchman's Washington Seminar—National Council of Churches of Christ in America.	Washington, D. C.	Feb. 24, 1954
Institute of Labor and Industrial Relations, University of Illinois.	Urbana, Ill.	Mar. 4, 1954
Washington Urban League.	Washington, D. C.	Mar. 6, 1954
National Urban League.	New York, N. Y.	Mar. 16, 1954
New York State School of Industrial and Labor Relations, Cornell University.	Ithaca, N. Y.	Mar. 18, 1954
Kansas City Urban League.	Kansas City, Kans.	Mar. 19, 1954
Business Policy Committee of the Business Advisory Council, Department of Commerce.	Washington, D. C.	Apr. 9, 1954
Hampton Institute.	Hampton, Va.	Apr. 22, 1954
Interracial Club, Swarthmore College.	Swarthmore, Pa.	Apr. 25, 1954
Des Moines Chamber of Commerce.	Des Moines, Iowa.	May 6, 1954
Eastern States Conference of Commissions against Discrimination.	Philadelphia, Pa.	June 3, 1954
Conference with representatives of 14 private and public agencies.	Washington, D. C.	June 16, 1954
Ohio Conference of Municipal Community Relations Agencies.	Toledo, Ohio.	June 17, 1954
New Orleans Urban League.	New Orleans, La.	June 24, 1954
Illinois Commission on Human Relations.	University of Illinois, Champaign, Ill.	June 26, 1954
Race Relations Institute, Fisk University.	Nashville, Tenn.	July 9, 1954
Human Relations Institute, American University. ...	Washington, D. C.	July 11, 1954
National Association of Colored Women.	Washington, D. C.	Aug. 1, 1954 Aug. 3, 1954
Illinois Commission on Human Relations.	Chicago, Ill.	Aug. 13, 1954
National Convention, Nobles of the Mystic Shrine (A.E.A.O.N.M.S.)	Atlantic City, N. J.	Aug. 19, 1954
National Urban League.	Pittsburgh, Pa.	Sept. 7, 1954
Cambridge Rotary Club.	Cambridge, Mass.	Sept. 9, 1954
Pennsylvania Industrial Relations Commission.	Philadelphia, Pa.	Sept. 14, 1954

